

**EDUCATION MANAGEMENT AND EDUCATION  
MANAGEMENT IN SMP MUHAMMADIYAH BAYAT  
KLATEN SPECIAL PROGRAM**

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**Muhammad Wakhid Rozik**

*Department of Islamic Religious Education, Muhammadiyah  
University of Surakarta*

*Email: rozikmuhammadwakhid@gmail.com*

**Abstract-***The management of educators and education personnel is an activity to manage personnel education that they have to be able to carry out tasks following their functions so that they run effectively. This research aims to deeply understand the management of educators and educational personnel carried out by the principal at SMP Muhammadiyah PK BayatKlaten and to find out the results of the management of educators and education personnel at SMP Muhammadiyah PK Bayat-Klaten. This study using the type of field research, namely one of the data collection methods in the form of qualitative research. The data coagulation method used is; observation, interviews, and documentation.*

*The results obtained, that the principal in the management of educators and education personnel refer to POAC (Planning Organizing Actuating Controlling). Planning is carried out by implementing a vision and mission, planting Islamic values, and cultivating discipline. Organizing is done by placing it following the competency and making a work team. Actuating is carried out by providing guidance, providing training, and providing welfare. Controlling is done by evaluation and motivation. The results of the management of educators and educational personnel carried out, namely; 1) having high dedication, 2) increasing student achievement, 3) getting the trust of the community, 4) developing learning methods, 5) teacher achievement in both academic and non-academic fields.*

**Keywords:** Management, Educators, and Education Personnel.

**Abstrak-***Manajemen pendidik dan tenaga kependidikan merupakan suatu kegiatan dalam rangka mengelola tenaga kependidikan yang dimilikinya agar mampu melaksanakan tugas sesuai dengan fungsinya agar dapat berjalan dengan efektif. Penelitian ini bertujuan untuk mengetahui lebih dalam tentang pengelolaan tenaga pendidik dan tenaga*

*kependidikan yang dilakukan oleh kepala sekolah di SMP Muhammadiyah PK BayatKlaten serta untuk mengetahui hasil pengelolaan tenaga pendidik dan tenaga kependidikan di SMP Muhammadiyah PK Bayat-Klaten. Dalam penelitian ini menggunakan jenis penelitian lapangan yaitu salah satu metode pengumpulan data yang berupa penelitian kualitatif. Metode koagulasi data yang digunakan adalah; observasi, wawancara dan dokumentasi.*

*Hasil yang diperoleh, bahwa kepala sekolah dalam pengelolaan tenaga kependidikan dan kependidikan mengacu pada POAC (Planning Organizing Actuating Controlling). Perencanaan dilakukan dengan melaksanakan visi dan misi, menanamkan nilai-nilai keislaman dan menumbuhkan disiplin. Pengorganisasian dilakukan dengan menempatkannya sesuai dengan kompetensi dan membentuk tim kerja. Aktuasi dilakukan dengan memberikan bimbingan, memberikan pelatihan dan memberikan kesejahteraan. Pengendalian dilakukan dengan evaluasi dan motivasi. Hasil pengelolaan pendidik dan tenaga kependidikan yang dilakukan yaitu; 1) memiliki dedikasi yang tinggi, 2) meningkatkan prestasi siswa, 3) mendapatkan kepercayaan masyarakat, 4) mengembangkan metode pembelajaran, 5) pencapaian prestasi guru baik dalam bidang akademik maupun non akademik.*

**Kata Kunci:** Manajemen, Pendidik dan Tenaga Kependidikan.

## **A. Introduction**

### **1. Background Back to the Problem The**

management of educational personnel is an activity in order to manage personal education personnel in order to be able to carry out tasks in accordance with their functions so that they run effectively.<sup>1</sup> In line with that, the function of education management in school institutions that must be carried out by the principal is to develop, motivate, attract and study education personnel to obtain optimal educational goals, harmonize individual, group, and institutional goals and help educators achieve their position so as to achieve career development. educator.

As stipulated in Law Number 14 of 2005 concerning teachers and lecturers, it is said that a teacher must have competence, academic qualifications, a certificate as an educator and a teacher must also have physical and spiritual health and then have the ability to realize the goals

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<sup>1</sup>Atiksismiati and Rugaiyah, *Educational Profession*, (Bogor: GrafikaSinar, 2008), p. 27.

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of national education.<sup>2</sup> In obtaining academic qualifications, educators must take a bachelor's degree or diploma four. Meanwhile, professional education is carried out to obtain personal competence, social competence, professional competence, and pedagogical competence, all of which must be possessed by educators and educators.

When looking at the position of a teacher as a professional who has a function to increase dignity and bring about a change to improve the quality of national education, therefore in carrying out a profession that is accounted for is a quite heavy process for a teacher to carry out. Running the national education system in order to achieve the goals of national education, the obligation that must be done is to develop the potential of students to become human beings who believe and fear God Almighty, healthy, noble, knowledgeable, capable, independent, creative as well as being a responsible and democratic citizen.<sup>3</sup>

To achieve the quality of national education, of course, must pass various achievements from all national education standards which include; content standards, graduation competency process, facilities and infrastructure, educators and teaching staff, management and financing, and management of education. This has been stated in PP RI Number 19 of 2005 and has been refined using PP RI Number 32 of 2013.<sup>4</sup> As mentioned above, national education standards will be achieved with good quality if educators and teaching staff have qualifications in accordance with national education standards. Then all national education standards will be realized if there is *an agent of change* or the emergence of a leader who will bring renewal and change in managing the world of education, especially in schools. Leaders in schools must be able to manage all available resources towards the expected educational vision and mission.

However, nowadays in fact there are still many educators and educators who have not been able to realize the national education goals that are aspired to be in accordance with what has been expected together. There are not a few educators and educators who have not been

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<sup>2</sup>Law of the Republic of Indonesia Number 14 of 2005, *Concerning Teachers and Lecturers*, Chapter IV Teachers (Qualifications, Competence and Certification), Article 8, p. 6.

<sup>3</sup>Muhammad Fakry, *Educational Planning "Theory and Methodology"*, (Jakarta: Depdikbud, 2011), p. 12

<sup>4</sup>Government Regulation of the Republic of Indonesia, Number 32 of 2013, *Concerning Amendments to Government Regulation Number 19 of 2005 concerning National Education Standards*, Article 1, p. 2

able to master, understand as well as carry out their functions and duties as an educator to the fullest.<sup>5</sup> So this is a line of problems that occur in Indonesia, namely human resources are still low regarding the quantity and academic qualifications they have. Most educators still don't pay attention to the performance that has been done right or wrong but only doing it based on their educational pattern without trying to develop it to be better and of a quality, so the impact is quite worrying for the sustainability of students.<sup>6</sup>

Looking at the reality in the field, policy changes issued by the government are more inclined to change the curriculum program without being accompanied by and balancing by fixing the people (educators).<sup>7</sup> Not much different from the management carried out by school leaders, only making changes based on the established curriculum but not paying attention to how the teacher will run the curriculum. So the impact of the neatly arranged curriculum program cannot be implemented optimally and thoroughly, because it is not balanced with the competence of educators and educators who have and are not accompanied by the good school management, as there is no intensive monitoring of educators and educators.<sup>8</sup>

This research was conducted at Muhammadiyah schools, namely SMP Muhammadiyah Special Program Bayat Klaten. The special program offered by this school has created a special attraction among the community to enroll their children in the Muhammadiyah Middle School BayatKlaten Special Program. Of the various programs offered at SMP Muhammadiyah PK BayatKlaten, the educators and education personnel at the school must be of high quality and be considered well by the community. Therefore, the principal's duty as managerial is quite influential in selecting and fostering educators and their teaching staff.<sup>9</sup>

The researcher chose the Muhammadiyah school because there was an interesting explanation to be appointed in association with the management of educators and educational staff. Schools in their

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<sup>5</sup>Norlander Case, *Becoming a Professional Teacher*, (Jakarta: PermataPuri Media, 2009), p. 21.

<sup>6</sup>FurqonHidayatullah, *Real Teacher Builds People with Strong and Intelligent Character*, (Surakarta: Yuma Pustaka, 2010) p. 21.

<sup>7</sup>SofyanHanif, *Introduction to Educational Management*, (Surakarta: Muhammadiyah University Press, 2017), p. 76.

<sup>8</sup>SofyanHanif, *Introduction to Educational Management*, (Surakarta: Muhammadiyah University Press, 2017), p. 77.

<sup>9</sup>*Obtained from the author's experience as a PLP 2 student at SMP Muhammadiyah PK BayatKlaten, on 27 July 2020 to 4 September 2020.*

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management must have a dual program that is different from other public schools. Not only improving the quality of educators and teaching staff in terms of academic qualifications but also improving the quality of educators who are based on Islamic values for the continuity of quality schools both in the academic and Islamic world. So that Muhammadiyah schools are not underestimated by the community and will get more trust from the outside community. Therefore, the writer then tries to conduct more in-depth research, so that we can know more clearly about the Management of Educators and Education Personnel at SMP Muhammadiyah BayatKlaten Special Program.

Based on the above background, the researcher will solve the problem as follows; 1) How is the management of educators and education personnel at SMP Muhammadiyah PK BayatKlaten? 2) What are the results of the management of educators and education personnel at SMP Muhammadiyah PK BayatKlaten?

The research aims at; 1) describe how the management of educators and education personnel at SMP Muhammadiyah PK BayatKlaten, 2) describe how the results of the management of educators and education personnel at SMP Muhammadiyah PK BayatKlaten.

## **B. Research Method**

This research uses a type of field research, which is a data collection method in the form of qualitative research to obtain information from the object being studied.<sup>10</sup> In this case, that is about the management of educators and education personnel carried out by the principal at SMP Muhammadiyah PK BayatKlaten to describe the training of educators and teaching staff and to describe how the results of the management of educators and educational personnel carried out by the principal of SMP Muhammadiyah SMP Muhammadiyah PK BayatKlaten.

The approach used is a sociological approach, which is an effort in the framework of research activities to obtain a relationship to the object under study by conducting in-depth social relations to the object of research in order to obtain actual results based on the approach taken.<sup>11</sup> In this study, the approach taken was to the principal of SMP Muhammadiyah PK BayatKlaten, to determine the training of educators and education personnel and to find out the results of the management

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<sup>10</sup>Djarwanto, *Principles of Research Methods and Technical Guidance for Thesis Writing*, (Yogyakarta, Liberyty Yogyakarta, 1990), p. . 25.

<sup>11</sup>Sugiono, *administrative education methodology* , (Bandung: Alfabeta, 2010), p. 54

of educators and teaching staff carried out by the principal of SMP Muhammadiyah PK BayatKlaten.

The determination of the subject in this qualitative research does not include population, sample, and screening techniques but determines who is the subject of the study. The determination of the subject at SMP Muhammadiyah PK BayatKlaten was first addressed to the principal in order to find out; a) Management carried out by the principal to educators and education personnel in improving the quality of education, b) The results of the management of educators and education personnel in improving the quality of education. Then the second subject determination was carried out to educators and educational staff at SMP Muhammadiyah PK BayatKlaten.

The collection techniques are interviews, observation, and documentation. The interview is a conversation between the resource person and the interviewer, where the interviewer has the aim to explore and get information from the source.<sup>12</sup> The sources of the interview were the principal of SMP Muhammadiyah PK BayatKlaten and educators. Observation is a planned and focused activity to see and record a series of behaviors or activity nets.<sup>13</sup> The observations referred to are geographic location, school environment, both school principals, curriculum, school infrastructure, educators/teachers, and students. Documentation is a way to obtain more detailed and accurate evidence through documents, journals, reports, and so on.<sup>14</sup> In this research, the documentation obtained is taking pictures, short notes, and sound recordings.

Data analysis is a method used to investigate an event to find out the real situation.<sup>15</sup> The data analysis method used in this research is descriptive deductive, which is analyzing by describing or explaining general things that are systematized specifically so as to get points about the program of educating educators and education personnel and knowing how to implement the management of educators and education personnel. by the principal of SMP Muhammadiyah PK BayatKlaten. The steps carried out by the researcher in analyzing the data were;

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<sup>12</sup>HerdiansyahHeris, *Interview, Observation and Focus Group*(Jakarta: PT. GrafindoPrasada, 2013), p. 25

<sup>13</sup>*Ibid*, p. 32.

<sup>14</sup>Kunjaroningrat, *Community Research Methodologies*, (Jakarta, PT Gramedia, 2000), p. 63

<sup>15</sup>Tabroni, Imam Suprayogi, *Social Research Methodology*, (Bandung: PT RemajaRodaskarya, 2012), pp. 192

data reductions, data presentation, and data verification, and drawing conclusions made during and after the

### **C. Theoretical Framework Of The**

#### **1. Management of Educators and Education Personnel**

According to Husnaini Usman, referring to Goerge R. Terry's Theory, that is;<sup>16</sup>

The first stage of planning, according to Husnaini Usman, planning is a decision-making process that will be used as the basis for educational management activities and activities that will be used to achieve educational goals. In general, planning is known as using two methods, namely the traditional planning method and the integrated planning method. The traditional planning method, namely manpower planning, merely looks at the level of the desired manpower requirement, while integrated planning is manpower planning which is centered on the vision and strategy which is the basis or achievement standard.<sup>17</sup>

The second stage of selection is the stage for recruiting prospective educators and education personnel needed by these educational institutions. The required educators must be in accordance with the competencies required by the institution, therefore in recruitment, they have certain requirements that must be met, such as administrative requirements, examinations (tests), interviews, and other requirements that have been determined by the educational institution.<sup>18</sup>

The three stages of organizing, at this stage there are appointments, namely appointing educators and education personnel who have been selected by educational institutions through consideration in order to get professional teaching staff, while placement is placing the educators who have been obtained according to their respective needs and fields of expertise so that the implementation of education be directed effectively and efficiently in accordance with the educational goals aspired by the educational institution.<sup>19</sup>

The four stages of development are fostering the teaching force to continuously improve their competence, improve teacher morale and discipline in their work through education and training. This coaching

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<sup>16</sup>Husnaini Usman, *Educator Management (Educational Theory, Practice and Research)*, (Jakarta: Earth Literacy, 2014), p. 68

<sup>17</sup>Burhanudin, *Educational Management and Leadership, Analysis and Administration*, (Jakarta: Earth Script, 2008) p. 65

<sup>18</sup>*Ibid*, p. 66.

<sup>19</sup>Anwar PrabuMangkunegara, *Ibid*. Thing. 105

must be carried out continuously in accordance with the demands of the times.<sup>20</sup> According to HendayatSutopu, coaching means directing and mobilizing those who have been given tasks in educational business activities, which are important in this regard, such as leadership, motivation, conflict management, and communication.<sup>21</sup>

The fifth stage of Welfare, welfare becomes quite important in the management of educators and education in order to increase motivation and achievement by providing compensation. Improving the welfare of educators needs to be done to provide compensation for services that have been done properly, not only with praise but also in material form. According to Masyud, the purpose of giving welfare, in this case, is compensation, among others, as job satisfaction, as a work bond, motivation, procurement of effectiveness, and improving labor discipline.

The six stages of assessment and evaluation, this is done as control over the continuity of the educational activities that have been carried out, whether they are in accordance with the expected goals. Then the assessment and evaluation will take place effectively if the implementation goes well. In this stage, it cannot be separated from the assessment of the performance of educators and educational personnel, it can be assessed from the responsibility or achievement they get.<sup>22</sup>

The seventh Termination of Employment, the function of termination of employment is to reinforce and clarify the attachment of a working period that has ended. Like when there is a pension SK (certificate), it means that the working period with the educational institution has ended. The termination of employment is carried out at the end of the working period.<sup>23</sup>

## **2. Quality of Educators and Education Personnel**

As explained in Government Regulation No. 19 of 2017, there are 8 indicators of educators and education personnel who excel or are successful, namely:<sup>24</sup> a) Producing Students with Achievement, The

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<sup>20</sup>Mulyasa, *School Based Management and Leadership*, (Bandung: PT. RemajaRodaskarya, 2007), p. 119

<sup>21</sup>HendayatSutopu, *Education Management and Supervision*, (Jakarta: BinaAksara, 2002), p. 76.

<sup>22</sup>Kartini, Kartono, *School Based Management and Leadership*, (Jakarta: PT. Raja PersadaGrafindo, 2010), p. 54.

<sup>23</sup>*Ibid.* Thing. 57.

<sup>24</sup>*Government Regulation Number 19 of 2017 concerning Teachers.*



task of an educator is to produce students who have achievements, both academic and academic achievements. Non-Academic. b) Winning competitions in the field of education, every year or a certain period, there must be a competition or a kind of competition to recruit the best teachers and employees. c) Publishing learning books, learning books are still capable of making a strong contribution to the world of education.<sup>25</sup> d) Creating innovative learning, a teacher must be able to carry out creative learning, full of bright and innovative ideas.<sup>26</sup> e) obtaining a patent or intellectual property right, f) getting an award in a field, g) Making Writing in Scientific Journals, making scientific papers is one of the professional development of teachers and employees. h) carrying out tasks with dedication, teachers who are able to give their best dedication are said to be qualified teachers.

## **D. Research Results And Discussion**

### **1. Management of Educators and Education Personnel at SMP Muhammadiyah Special Program BayatKlaten**

Management at SMP Muhammadiyah Special Program refers to POAC which includes: first, *Planning* (Planning) in planning there is the implementation of the vision and mission the meaning is to instill the same vision and mission in education staff, meaning that each educational staff must have the same vision and mission in order to develop the mindset of students, be it to change cognitive, affective and psychomotor aspects. and also to improve the quality of education for the better. In planning there is also the cultivation of Islamic values, as a Muhammadiyah school that has an Al-Islamic basis, it is important to implement Islamic values in educational activities. Furthermore, in planning to instill discipline, in improving the quality of education at SMP Muhammadiyah PK BayatKlaten, the discipline of educators and educational personnel must always be improved so that the education and learning process in the classroom can run effectively and efficiently. At SMP Muhammadiyah PK Bayat, discipline can be viewed from various aspects, both discipline in teaching, discipline in obeying the existing regulations at school and discipline in applying Islamic teachings in the school environment.<sup>27</sup>

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<sup>25</sup>Nurdin, *Tips to Become a Professional Teacher*, (Yogyakarta, Ar-Ruzz Media Group, 2010) p. 89

<sup>26</sup>Mulyasa, *Classroom Action Research Practices*, (Bandung: Youth Rodaskarya, 2010). Thing. 36

<sup>27</sup>*Di Perolehdari Hasil Observasi di SMP Muhammadiyah PK*

Second, *Organizing*, organizing is done by grouping according to the competence of educators, in the educational process at SMP Muhammadiyah PK BayatKlaten Mr. Suranto tries to find educators who are owned according to their respective expertise with their competence. In addition, Mr. Suranto also created teams such as the PAI team, student team, curriculum team, infrastructure team.<sup>28</sup>

Third, *actuating* (implementation), as for what is done in actuating, namely conducting coaching, this is to increase the responsibility and discipline of educators and educational personnel. In addition to improving discipline, coaching is held, which is to provide direction to educators to live up to Islamic values in the school environment and workers optimally in carrying out learning at school, with this guidance the educational process will run according to what has been expected together. Furthermore, providing training is a program to improve professionalism. Therefore, training is important for educators and education personnel. The various types of training include; training *teamwork*, training classroom management strategies, use of technology weapons training, motivation training and personal development training *pembelajaran* media creation. The trainings are packaged in activities such as seminars, education and training, workshops or comparative studies, the latter providing welfare, in providing welfare to educators, it will increase the motivation of educators in carrying out their duties, because they will feel they have full responsibility. With the existence of welfare, educators and education personnel will carry out their duties properly because of the mandate they receive and will have an impact on school performance in the future. Welfare is provided in the form of salaries, incentives and allowances. As well as an increase in salary every 1 year.<sup>29</sup>

Fourth, *Controlling* (Supervision). In Controlling the principal of motivation and evaluation, it is carried out to provide motivation to educators and educational staff, this is in order to improve performance. Apart from providing motivation, Mr. Suranto also provided input and evaluation to educators. This motivation also aims to make the relationship between educators and school principals more harmonious in carrying out cooperation and educators not to feel afraid of the principal.

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*BayatKlaten*, padahariJum'at, 11 September 2020, Pukul 08.00 WIB.

<sup>28</sup>*Di Peroleh dari Hasil Observasi di SMP Muhammadiyah PK BayatKlaten*, padahariJum'at, 11 September 2020, Pukul 08.00 WIB.

<sup>29</sup>*Di Peroleh dari Hasil Observasi di SMP Muhammadiyah PK BayatKlaten*, padahariSabtu, 16 Oktober 2020, Pukul 08.30 WIB.

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## **2. Management of Educators and Education Personnel at SMP Muhammadiyah Bayat Klaten Special Program**

The results obtained from the management of educators and education staff are: first, having high dedication, the dedication of educators at SMP Muhammadiyah PK Bayat is evidenced by the following points; 1) Giving affection to their students, 2) Providing advice at every opportunity, 3) Always guiding students to practice *akhlakkulkarimah*, 4) Always be sincere in every situation, 6) During the 5th year period of SMP Muhammadiyah PK Bayat Klaten, Educators and education personnel do not move to other schools and continue to serve and give their dedication to SMP Muhammadiyah PK Bayat as best as possible.<sup>30</sup>

Second, the increased student achievement, as for the achievement of SMP Muhammadiyah PK Bayat Klaten students can be proven by the increase in national exam scores. 2017/2018 school year: 7.92, 2018/2019 school year: 8.25, 2019/2020 school year: 8.5. Besides that, he also got achievements in non-academic fields, such as sports, art, choir, calligraphy.

Third, getting the trust of the community. From the management of educators and educational staff, PK Bayat Muhammadiyah Middle School won the trust of the community to send their children to SMP Muhammadiyah PK Bayat. It is proven that from year to year there are many prospective new students who register even though at SMP Muhammadiyah PK Bayat Klaten each year is limited to only 50 new students, and the rest will be transferred to SMP Muhammadiyah 7 Bayat Klaten. From this, Muhammadiyah schools are no longer underestimated by the wider community.<sup>31</sup>

Fourth, developing learning methods, while the teaching staff at SMP Muhammadiyah PK Bayat have carried out the development of learning, especially using the method *active learning*. In addition, the fun of teaching and learning at SMP Muhammadiyah PK Bayat is not only done in the classroom, occasionally learning activities are carried out outside the classroom, such as in the mosque. It is intended that students do not feel bored in participating in learning.

Fifth, Has teacher achievements. The academic achievement of P academicians and educational personnel in the academic field

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<sup>30</sup>Di Peroleh dari *Hasil Observasi di SMP Muhammadiyah PK Bayat Klaten*, padahari Selasa, 15 September 2020, Pukul 08.00 WIB.

<sup>31</sup>Di Peroleh dari *Hasil Observasi di SMP Muhammadiyah PK Bayat Klaten*, padahari Selasa, 15 September 2020, Pukul 08.00 WIB.

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is by publishing learning books. One of the education staff at SMP Muhammadiyah PK BayatKlaten has published a textbook. The learning books published are; 1) Kemuhammadiyah books for SD and MI in Klaten Regency, 2) ISMUBA books (Islam, Muhammadiyah and Arabic) for SD and MI Muhammadiyah in Klaten Regency. Meanwhile, non-academic achievements in the fields of arts, literature and sports.<sup>32</sup>

#### **D. Conclusion**

The results of the research that have been obtained regarding the management of educators and education personnel at SMP Muhammadiyah PK BayatKlaten can be concluded that the principal in the management of educators and educational personnel refers to POAC (*Planning Organizing Actuating. Controlling*). *Planning* is carried out by implementing a vision and mission, planting Islamic values and cultivating discipline. *Organizing* is done by placing it in accordance with the competency and making a work team. *Actuating* is carried out by providing guidance, providing training and providing welfare. *Controlling* is done by evaluation and motivation.

The results of the management of educators and education personnel carried out at SMP Muhammadiyah PK BayatKlaten, namely; 1) having high dedication, 2) increasing the achievement of students in the academic and non-academic fields, 3) gaining the trust of the community, 4) developing learning methods, 5) having teacher achievement achievements in both academic and non-academic fields.

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<sup>32</sup>Di Peroleh dari Hasil Observasi di SMP Muhammadiyah PK BayatKlaten, padahariSelasa, 15 September 2020, Pukul 08.00 WIB.

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